

Table of Contents

Acknowledgements

Executive Summary

I. Introduction	1
II. Needs and Gaps	4
III. Guiding Principles, Outcomes and Indicators	9
IV. Strategies	13
V. Funding Priorities	32
VI. Evaluation Plan	35

Appendices

- A. Civic Engagement Meeting Summary
- B. Strategy Prioritization
- C. Public Hearing Summary

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**All the many participants who shaped the
ideas, values, priorities and actions
contained in the plan**

Executive Summary

The Yolo County Children & Families Commission will assist our community to raise children who are healthy and ready to learn. We will assure that our resources are effectively used and all community voices heard.

-- Mission Statement

INTRODUCTION

The early experiences in a child's life have a tremendous influence on their long-term physical, social and emotional health. Children need stable, loving homes and safe, stimulating communities. They must have opportunities to actively learn, both inside and outside the home. Their families need access to high quality, affordable health care and child care. Unfortunately, some of our children and their families are having difficulty meeting these basic needs. As a result, children are missing key ingredients for getting a healthy start towards a happy and productive life.

Proposition 10

To address these issues, California voters approved Proposition 10—the California Children and Families First Act. Proposition 10 increases sales taxes on cigarettes and other tobacco products by \$.50 to pay for programs to promote the healthy development of young children—from before birth to age 5. The legislation created a new state commission, as well as local commissions in each county, to administer the \$700 million annual funding stream generated by the tax. Eighty percent of revenues were earmarked for County Children and Families Commissions to support local programs for children and families.

Yolo County Children and Families Commission

Yolo County formed its nine-member Children and Families Commission in mid-1999. To date, the Commission has received an estimated \$3 million in Proposition 10 revenues. Yolo County's annual allocation is estimated at approximately \$1.5 million. This funding will decrease gradually over the next 10 to 15 years as California tobacco purchases decline.

Each county's Commission must adopt a strategic plan to guide the expenditure of local Proposition 10 funds. Over the last seven months, the Yolo County Children and Families Commission has worked with more than 800 parents, service providers and community members to develop its strategic plan. The planning process was based upon

extensive community input through a series of public meetings, interviews, and “community dialogue” sessions. A four-step planning process was followed:

Step 1: Identify Needs and Gaps

Step 2: Determine Desired Outcomes and Indicators

Step 3: Develop Strategies

Step 4: Set Funding Priorities

Yolo County Children

Currently, an estimated 11,800 children under age six live in Yolo County, comprising 7% of the total population. Children in this age group are even more diverse than the general population. Roughly 37% are Hispanic, 10% Asian-Pacific Islander, 2% African American and 1% American Indian. They also speak multiple languages and dialects.

NEEDS AND GAPS

Families and community members identified fifty-five distinct needs in four categories—families, child care and early learning, health, and neighborhoods—during 25 public meetings and workshops. The top priority needs and gaps are:

Families

- More affordable, safe housing.
- Higher wages so housing, health care, etc. are affordable.
- Expanded parent education and support services.
- Clearinghouse for information and referral for parents and providers.
- More prevention work for child abuse/neglect and family violence.
- Improved identification of at-risk children and families.
- More support and services for children in foster care.
- Improved transportation, especially to connect rural and southeastern parts of County to services.

Child Care and Early Learning

- More low-cost child care options for low- to moderate-income level parents.
- Higher quality of child care.
- More full-time child care programs for working parents.
- More licensed child care providers.

- Accessible child care during evening, night and weekend hours.
- Geographically accessible child care programs and improved transportation to child care sites.
- Better compensation for child care providers.
- Improved and expanded training, support and mentoring for child care providers.
- More pre-K programs in all areas of the County.

Children's Health

- More affordable health care for low- to middle-income working families.
- Universal prenatal and perinatal health care.
- More preventive health care.
- Better information and outreach about existing health services, especially for new moms and babies, and for at-risk children.
- Better access to medical services—location, hours, language, transportation.
- More prevention work to keep children from being affected by substance abuse prenatally or in the home.

Neighborhoods

- More community centers and other gathering places with activities for parents and families.
- Reduced isolation for some communities—West Sacramento and rural areas—from needed services.
- Expanded efforts to address racism in the County.
- More parks and open spaces.

Six Overall Themes from Step 1 Activities:

- Low- to middle-income working families are in crisis.
- There is community-wide interest in focusing more resources on prevention-based parent education and support.
- Families want a “system of care” that would support children from the prenatal stage to adulthood.
- Collaborations between schools/child care programs and other vital resources are helpful and should be expanded.
- Lack of adequate transportation is a major barrier.
- Language is a significant barrier to families fully utilizing services.

GUIDING PRINCIPLES, OUTCOMES AND INDICATORS

Guiding principles for the strategic plan were developed through a series of six "civic engagement" meetings.

- Integration of services and increased collaboration among service providers are essential.
- The plan should help to create a community-wide "extended family" network of resources.
- The plan must address language and cultural issues.
- Strategies should build on Yolo resources and services that are already working.
- The plan must emphasize long-term prevention and early intervention.
- Proposition 10 should help to create a System of Care for children from the prenatal stage to adulthood.
- The programs funded through Proposition 10 must be evaluated on a regular basis to determine their impact on the desired outcomes.
- The flexibility of Proposition 10 funding is a big "plus" and must be nurtured carefully.

Four overall outcomes, six specific outcomes, and a set of community-wide indicators were developed by the Commission and community members.

Overall Outcome #1:

Children will live in safe, stable, loving and stimulating homes and communities.

Specific Outcome 1A:

Decrease child abuse/neglect and domestic violence.

Specific Outcome 1B:

Decrease substance abuse in households with young children.

Specific Outcome 1C:

Increase community respect for all cultures and increase the cultural competence of services for children and families.

Overall Outcome #2:

Young children will actively learn, both inside and outside the home, and will enter school prepared to succeed.

Specific Outcome 2A:

Increase five-year-olds who are "ready to learn" when entering kindergarten.

Overall Outcome #3:

Children will be physically, socially and emotionally healthy.

Specific Outcome 3A:

Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.

Overall Outcome #4:

Families will have access to high quality, dependable, stable and affordable child care.

Specific Outcome 4A:

Increase the supply of quality, affordable child care tailored to geographic areas.

PROPOSED FIVE-YEAR INTEGRATED STRATEGY PACKAGE

More than 110 community members, parents, and service providers developed a set of six integrated strategy packages during a series of three structured, interactive community meetings. Community meetings will continue to be used, especially as funding is reassessed.

1. Information, Education and Outreach

Building on existing Yolo resources, create a coordinated system for providing information and education to both families and service providers about: (a) Yolo services & resources; and (b) child development.

- A. Local One-Stop Information Centers
- B. Mobile Resource Center
- C. Information Collection and Synthesis
- D. Parent Education and Support
- E. Cross Cultural Celebrations

2. Transportation

Improve services to address the most significant transportation barriers for children and families for travel to health care, child care and other essential services/resources.

- A. Low-Cost Transportation Improvements

3. Healthy Development

Improve the healthy development of children 0-5 through prevention-based strategies, including prenatal education, the early identification of health and development issues and the development of a more coordinated care management system.

- A. Prenatal Education and Support
- B. Developmental Assessment, Identification and Referral
- C. Care Management System

4. Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse

Decrease child abuse, domestic violence and substance abuse by enhancing parent education and creating a more integrated, coordinated system of assessment/identification, follow-up and treatment services.

- A. Prevention Programs
- B. Substance Abuse Screening, Assessment and Treatment
- C. Assessment, Identification and Referral
- D. Coordinated Child Abuse and Domestic Violence Service System
- E. Family Resource Centers

5. Child Care, Early Learning and Kindergarten

Increase the supply of affordable, quality child care in targeted areas through parent/child subsidies, stipends for providers, training/support programs and employer-supported child care. Assist with transition of children from home/child care/preschool to Kindergarten.

- A. Parent/Child Subsidies
- B. Provider Mentoring and Training
- C. Provider Stipends
- D. Provider Benefits Pool
- E. Employer-Supported Child Care
- F. Kindergarten Transition

6. Policies and Advocacy

Facilitate, advocate and support the development of policies and procedures that will help to achieve the Proposition 10 program outcomes.

- A. Support an individual or organization to advocate for policies and procedures that will help to achieve the Proposition 10 outcomes.

FUNDING PRIORITIES

During the first year, the Commission will place \$750,000 (26 percent of the approximately \$3 million in total funds available) in an endowment to extend the life of Proposition 10 dollars. The Commission will also set aside 3 percent for special projects, .5 percent for continued civic engagement activities, and .5 percent for media outreach. One percent will be set aside for policy development and advocacy activities directly related to child care and early learning. Eight percent will be used for administrative purposes. The remaining 60 percent of the funds will be assigned to the six specific outcomes as follows:

Specific Outcome 1A:

Decrease child abuse/neglect and domestic violence.

Approximate Funding Level: 15 percent (of funds remaining after set-asides)

Specific Outcome 1B:

Decrease substance abuse in households with young children.

Approximate Funding Level: 20 percent

Specific Outcome 1C:

Increase community respect for all cultures and increase the cultural competence of services for children & families.

Approximate Funding Level: 5 percent

Specific Outcome 2A:

Increase five-year-olds who are "ready to learn" when entering kindergarten.

Approximate Funding Level: 8 percent

Specific Outcome 3A:

Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.

Approximate Funding Level: 35 percent

Specific Outcome 4A:

Increase the supply of quality, affordable child care tailored to geographic areas.

Approximate Funding Level: 17 percent

EVALUATION PLAN

The Yolo County Children & Families Commission recognizes that ongoing research and evaluation, in partnership with grantees, is essential to the overall effort to improve services for children and families. Without accurate and objective evaluation results, efforts to improve services to children and families in Yolo County will not develop the constituency to sustain efforts. To this end, the Commission plans to engage in a thorough evaluation of programs and services designed to improve the lives of children and their families.

The Commission's plan involves four overall outcomes and six specific outcomes, within and across which programs and services will function. Evaluation will focus on both process and outcome measures: Process measures will cover issues related to specific project performance (efforts, strategies, costs, activities completed and timeliness of service, among others). Outcome measures are oriented towards changes in the functioning and well-being of children and families.

I. Introduction

The early experiences in a child's life have a tremendous influence on their long-term physical, social and emotional health. Children need stable, loving homes and safe, stimulating communities. They must have opportunities to actively learn, both inside and outside the home. Their families need access to high quality, affordable health care and child care. Unfortunately, some of our children and their families are having difficulty meeting these basic needs. As a result, children are lacking key ingredients for getting a healthy start towards a happy and productive life.

PROPOSITION 10

To address these issues, California voters approved Proposition 10—the California Children and Families First Act. Proposition 10 increases sales taxes on cigarettes and other tobacco products by \$.50 to pay for programs to promote the healthy development of young children—from before birth to age 5. The legislation created a new state commission, as well as local commissions in each county, to administer the \$700 million annual funding stream generated by the tax. Eighty percent of revenues were earmarked for County Children and Families Commissions to support local programs for children and families.

To date, the Yolo Children and Families Commission has received an estimated \$3 million in Proposition 10 revenues. Yolo County's annual allocation is estimated at approximately \$1.5 million. This annual funding will decrease gradually over the next 10 to 15 years as California tobacco purchases decline.

YOLO COUNTY CHILDREN AND FAMILIES COMMISSION

Yolo County formed its Children and Families Commission in mid-1999. The members are:

Lois Wolk, Yolo County Board of Supervisors, **Chair**
Wesley Beers, Community Representative, **Vice-Chair**
Sue Heitman, Community Representative, **Treasurer**
Sheila Allen, Community Representative
Bette Hinton, M.D., Yolo County Health Department
Debbie Powell, Yolo County Department of Employment and Social Services (2000-present)
Sarah Bradley Rock, Community Representative
Irma Rodriguez, Yolo County Department of Alcohol, Drug and Mental Health Services
Meg Sheldon, Yolo County Department of Employment and Social Services (1999-2000)
Susan Ullrich, Community Representative
Tom Stallard, Yolo County Board of Supervisors, Alternate

Mission

The Yolo County Children & Families Commission will assist our community to raise children who are healthy and ready to learn. We will assure that our resources are effectively used and all community voices heard.

The Commission:

- Annually identifies the needs of children and families
- Provides leadership and ongoing planning regarding appropriate programs, policies and procedures, and sustainable results
- Supports communities in their efforts to provide services and programs to meet the current and future needs of children and families
- Develops a Strategic Plan for managing our resources, coordinating services and supporting program integration

Strategically, we will work to:

- Increase collaboration among agencies serving children and families
- Address multiple needs simultaneously
- Enhance communication within our community
- Improve information distribution, data collection and reporting, by

Engaging in activities that:

- Effectively distribute and leverage resources
- Promote program and service integration
- Ensure accountability, and
- Develop community involvement.

A STRATEGIC PLAN FOR YOLO COUNTY

Each county's Children and Families Commission must adopt a strategic plan to guide the expenditure of local Proposition 10 funds. The Yolo County planning process involved the active and interactive participation of parents, children, community leaders, service providers, and other interested individuals through public meetings, interviews, and "community dialogue" sessions.

A four-step planning process was followed:

Step 1: Identify Needs, Gaps and Resources

More than 640 Yolo residents participated in 25 community meetings and provided written input (in English and Spanish) to identify the needs of children and families. Meetings were held in West Sacramento, Knights Landing, Woodland, Davis, Winters and Esparto. In addition, reports on key children's issues were analyzed and experts were interviewed on needs, gaps and resources available in the County. A "Needs Profile" document was prepared to summarize the information. (The Needs Profile is available by request.)

Step 2: Determine Desired Outcomes and Indicators

The Commission, with a diverse array of community members, developed four overall outcomes, six specific outcomes, and a set of community-wide indicators. This planning step featured a series of intensive "dialogue sessions" in which community members explored their shared values and the outcomes they envision for children, families and their communities.

Step 3: Develop Strategies

More than 110 individuals took part in three structured, interactive community meetings to develop strategies for addressing each of the six specific outcomes. Meetings were held in West Sacramento, Davis and Woodland.

Step 4: Funding Priorities

The Commission, with input from the public, developed funding priorities that will guide the expenditure of more than \$3 million in the coming year.

II. Needs and Gaps

This section of the plan describes the top issues facing Yolo County's children and families and summarizes the key themes that emerged throughout the planning process. The information contained in this section is based on the experiences of families and providers, as well as a review of numerous reports and studies on the conditions of families and children in Yolo County. The complete description of needs is contained in the *Needs Profile* produced for the Commission in April 2000.

DEMOGRAPHIC SNAPSHOT

Currently, an estimated 11,800 children under age six live in Yolo County, comprising 7% of the total population.ⁱ The vast majority of young children live in Woodland (38%), Davis (25%) and West Sacramento (25%). Six percent live in Winters, with the remaining residing in rural areas.ⁱⁱ There are approximately 2,000 births annually in Yolo County.

Children in this age group are even more diverse than the general population. Roughly 37% are Hispanic, 10% Asian-Pacific Islander, 2% African American and 1% American Indian.ⁱⁱⁱ They also speak multiple languages and dialects. In West Sacramento, families speak English, Spanish, Russian, Hmong, Mien and a number of Southeast Asian dialects. In Woodland, Winters, Esparto and Davis, families speak primarily English and Spanish.^{iv} Among low-income Medi-Cal participants, the languages most frequently spoken are English (9,811), Spanish (3,246) and Russian (1,313); however, this group speaks over 20 different languages in all.

SUMMARY OF NEEDS

Families and community members identified the following needs during public meetings and workshops and through "comment cards." The needs are organized into four subject areas, with the highest priority needs highlighted in **bold text**.

Families

- **More affordable, safe housing.**
- **Higher wages so housing, health care, etc. are affordable.**
- **Expanded parent education and support services.**
- One-stop/family resource centers that provide comprehensive services.
- Improved family literacy.
- More support services for teen-age mothers.
- Support and activities for stay-at-home moms and dads.

- **Clearinghouse for information and referral for parents and providers. Comprehensive, accurate and easy to access.**
- **More prevention work for child abuse/neglect and family violence.**
- **Improved identification of at-risk children and families.**
- **More support and services for children in foster care.**
- **Improved transportation, especially to connect rural and southeastern parts of County to services.**

Child Care and Early Learning

- **More low-cost child care options for low- to moderate-income level parents.**
- **Higher quality of child care.**
- **More full-time child care programs for working parents.**
- **More licensed child care providers.**
- More child care options for CalWORKs participants leaving Stage II.
- Child care facilities for mildly sick children.
- More available and affordable infant care.
- More employer-supplied child care.
- **Accessible child care during evening, night and weekend hours.**
- **Geographically accessible child care programs and improved transportation to child care sites.**
- More child care for migrant and rural communities.
- Information and referral clearinghouse for parents and providers.
- **Better compensation for child care providers.**
- **Improved and expanded training, support and mentoring for child care providers.**
- Pool of experienced, trained substitute child care providers.
- Network of “enrichment” support for child care providers and “informal” providers.
- Greater cultural awareness regarding child rearing practices.
- Child care/preschool for special needs children.
- Respite and child care services for foster families.
- **More pre-K programs in all areas of the County.**
- Transition assistance for children moving from home and child care to kindergarten.
- Learning resources for parents.

Children's Health

- **More affordable health care for low- to middle-income working families.**
- A system of health care services that is easier to understand and use.
- **Universal prenatal and perinatal health care.**
- Affordable, accessible immunization services for all children.
- More dental care for low-income children.
- **More preventive health care.**
- **Better information and outreach about existing health services, especially for new moms and babies, and for at-risk children.**
- **Better access to medical services—location, hours, language, transportation.**
- Better identification of and services for children with mental health and behavior issues.
- More screening and services for children with special health needs—physical disabilities, cognitive impairments and developmental delays.
- **More prevention work to keep children from being affected by substance abuse prenatally or in the home.**
- Better access to nutritious foods.
- More no-cost, age-appropriate, physical activities for children that will promote and enhance their health.
- More attention to environmental health issues for children – pesticides, air pollution, toxics, etc.

Neighborhoods

- **More community centers and other gathering places with activities for parents and families.**
- More community events that foster togetherness and provide opportunities for different ethnic communities to gather and meet one another.
- **Reduced isolation for some communities—West Sacramento and rural areas—from needed services.**
- **Racism needs to be addressed.**
- **More parks and open spaces.**
- More affordable recreation activities for youth.
- Need more attention to community safety issues.

SPECIFIC COMMUNITY CONCERNS

The highest priority needs listed in bold on the previous pages were identified by families in virtually every community in Yolo County. In addition, the other community-expressed needs were identified in many areas of the County. At the same time, residents and service providers in each community have identified some specific (and mostly unique) issues and concerns in their city, town or area. These are listed below.

West Sacramento

- Feeling of isolation from rest of the County.
- Distance from County services in Woodland.
- Challenges from being the most culturally diverse area of the County.
- Gang-related activities and safety issues in certain neighborhoods.

Woodland

- Many services and resources are available, but insufficient public transportation makes it difficult to use them.

Davis

- Myth that there are no poor families in Davis.
- Affordable housing.
- Great skills gaps between “haves” and “have nots” entering kindergarten.
- Low-skills children improve their skills, but never catch up because other children are improving too.

Winters

- Children from outlying areas often not screened for problems before arriving at kindergarten.
- Forty percent (40%) of kindergartners, mostly from outlying areas, have never been in a preschool or child care setting.
- Severe lack of local health care.
- Severe lack of local licensed child care.
- Low literacy.

Esparto

- Severe lack of local health care.
- Severe lack of local licensed child care.
- Traffic safety (thru traffic speeding).
- Almost no public transportation to services elsewhere in County.

Knights Landing

- Severe lack of local health care.
- Severe lack of local licensed child care.
- No local services and transportation to services in Woodland inadequate.

KEY THEMES

Six overall themes emerged during Step 1 activities (Needs and Gaps) from the community meetings and from discussions with service providers across the County.

- Low- to middle-income working families are in crisis because they earn too much to qualify for publicly funded services, but too little to afford child care, health care, housing, and other essentials.
- While there are a number of problems facing children and families that need immediate attention, there is community-wide interest in focusing more resources on prevention-based parent education and support.
- There are many services for children, but families want a “system of care” that would support children from the prenatal stage to adulthood.
- Collaborations between schools/child care programs and other vital resources—health care, after-school care, identification of special needs, nutrition, etc.—are most helpful and families want more of them.
- Lack of adequate transportation is a major barrier for low-income families in every part of the County.
- Language is a significant barrier to families fully utilizing services and resources in the County.

III. Guiding Principles, Outcomes and Indicators

This section of the plan describes the principles, outcomes and indicators that guided the development of Proposition 10 strategies and that will help the Commission to evaluate progress towards improving the overall condition of young children and families.

GUIDING PRINCIPLES

The guiding principles were developed through a series of six “civic engagement” meetings. Two groups of Yolo parents, service providers and interested individuals each took part in a series of three special “dialogue” sessions, which were designed to accomplish the following objectives:

- Have an in-depth discussion of the critical choices facing the Yolo Children and Families Commission.
- Identify the beliefs, feelings and values that participants believed should guide the development of the strategic plan.
- Reach agreements on tough choices among people with different perspectives and experiences.

From these meetings, a series of principles emerged that guided the subsequent development of outcomes, strategies and funding priorities. These “guiding principles” are described below. (See Appendix A for a more detailed description of “dialogue” session results.)

- Integration of services and increased collaboration among service providers are essential to improving the well-being of Yolo children and families.
- The plan should help to create a community-wide “extended family” or network of resources, not just a set of services that are provided to families.
- Proposition 10 should help to create a System of Care for children from the prenatal stage to adulthood.
- The plan must address language and cultural issues.
- Strategies in the plan should build on Yolo resources and services that are already working.
- The plan must emphasize long-term prevention and early intervention.
- The programs funded through Proposition 10 must be evaluated on a regular basis to determine their impact on the desired outcomes.
- The flexibility of Proposition 10 funding is a big “plus” and must be nurtured carefully.

OUTCOMES AND INDICATORS

The Yolo County Children and Families Commission, with input from individuals representing a diverse cross-section of the community, developed four overall outcomes, six specific outcomes, and a set of community-wide indicators. The following definitions were used in developing outcomes and indicators:

Overall Outcomes:

A condition of well-being for children that is stated in plain language.

Example: Children will live in safe, stable, loving and stimulating homes and communities.

Specific Outcomes:

A precise description of desired change that is measurable and that supports the achievement of an overall outcome.

Example: Decrease child abuse/neglect and domestic violence.

Indicators:

Specific County-wide measures used to determine whether the package of funded programs, services or projects are achieving the desired outcomes.

Example: Incidence of alcohol, drug and tobacco use in families with children 0-5.

OUTCOME FRAMEWORK

Overall Outcomes	Specific Outcomes	Community-Wide Indicators
Overall Outcome #1: Children will live in safe, stable, loving and stimulating homes and communities.	Specific Outcome 1A: Decrease child abuse/neglect and domestic violence.	<ul style="list-style-type: none"> • Rate of domestic violence reports. • Rate of child abuse/neglect reports. • Percentage of children 0-5 in foster care.
	Specific Outcome 1B: Decrease substance abuse in households with young children.	<ul style="list-style-type: none"> • Incidence of alcohol and drug use in families with children 0-5. • Percentage of households with children 0-5 where a household member smokes. • Percentage of perinatal women testing positive for drugs, alcohol or tobacco. • Percentage of infants born free from exposure to alcohol and drugs.
	Specific Outcome 1C: Increase community respect for all cultures and increase the cultural competence of services for children and families.	<ul style="list-style-type: none"> • Percentage of adults who report that their families feel accepted in their neighborhoods and communities. • Percentage of adults who report that they can get information and assistance for children and families in their preferred language. • Number of hate crimes. • Number of cultural events and celebrations.

Overall Outcomes	Specific Outcomes	Community-Wide Indicators
Overall Outcome #2: Young children will actively learn, both inside and outside the home, and will enter school prepared to succeed.	Specific Outcome 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.	<ul style="list-style-type: none"> Percentage of children entering kindergarten who are judged “ready to learn” by their kindergarten teachers. Percentage of children entering kindergarten who have the appropriate health certificates.
Overall Outcome #3: Children will be physically, socially and emotionally healthy.	Specific Outcome 3A: Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.	<ul style="list-style-type: none"> Infant mortality rate. Percentage of births with adequate prenatal care. Percentage of children 0-5 with health insurance and a “medical home.” Percentage of children who have recommended number of well-child visits by age 5. Percentage of children 2-4 with cavities in their primary teeth. Percentage of children assessed for special needs services before age 5.
Overall Outcome #4: Families will have access to high quality, dependable, stable and affordable child care.	Specific Outcome 4A: Increase the supply of quality, affordable child care tailored to geographic areas.	<ul style="list-style-type: none"> Number of full-time spaces in licensed centers and licensed family day care homes. Number of spaces in licensed center and family day care homes per 100 children < 5 years in: West Sacramento, Davis, Woodland, Knights Landing, Winters, Esparto, and rural areas. Percentage of eligible children who receive child care subsidies. Total amount of subsidy funding available.

IV. Strategies

More than 110 community members, parents, and service providers developed the following strategies during a series of three community meetings held in West Sacramento, Davis and Woodland. The strategies are presented as integrated packages in an effort to show how all strategies address more than one targeted outcome (see Chart 1). Each package blends common strategies. As a package, the strategies seek to address the guiding principles and recurrent community themes particularly related to integration of services, leveraging of existing services and resources, and long-term prevention and early intervention. The following pages describe the specific strategies included in the strategy packages and their key characteristics. These strategies and priorities will be considered when developing requests for proposals and allocating funds.

PROPOSED FIVE-YEAR INTEGRATED STRATEGY PACKAGE

1. Information, Education and Outreach

Building on existing Yolo resources, create a coordinated system for providing information and education to both families and service providers about: (a) Yolo services & resources; and (b) child development.

2. Transportation

Improve services to address the most significant transportation barriers for children and families for travel to health care, child care and other essential services/resources.

3. Healthy Development

Improve the healthy development of children 0-5 through prevention-based strategies, including prenatal education, the early identification of health and development issues and the development of a more coordinated care management system.

4. Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse

Decrease child abuse, domestic violence and substance abuse by enhancing parent education and creating a more integrated, coordinated system of assessment/identification, follow-up and treatment services.

5. Child Care, Early Learning and Kindergarten

Increase the supply of affordable, quality child care in targeted areas through parent/child subsidies, stipends for providers, training/support programs and employer-supported child care. Assist with transition of children from home/child care/preschool to Kindergarten.

6. Policies and Advocacy

Facilitate, advocate and support the development of policies and procedures that will help to achieve the Proposition 10 program outcomes.

Insert Chart 1

1. INFORMATION, EDUCATION AND OUTREACH

Building on existing Yolo resources, create a coordinated system for providing information and education to both families and service providers about: (a) Yolo services & resources; and (b) child development.

Specific Outcomes

The information, education and outreach strategies seek to achieve one or more of the following specific outcomes:

- 1A: Decrease child abuse/neglect and domestic violence.
- 1B: Decrease substance abuse in households with young children.
- 1C: Increase community respect for all cultures and increase the cultural competence of services for children & families.
- 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.
- 3A: Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals
- 4A: Increase the supply of quality, affordable child care tailored to geographic areas.

Specific Strategies

The following specific strategies are recommended as part of the overall information, education and outreach strategy package:

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>A. Local One-Stop Information Centers</p> <p>Designate and support one organization or collaborative in each area—Woodland, West Sacramento, Davis, Knights Landing, Winters, Esparto, Clarksburg and Dunnigan—as the one-stop information center in that area.</p>	<ul style="list-style-type: none"> • Build on existing information centers in Woodland, Davis and Esparto. Locate in schools, libraries, medical facilities or any other location appropriate to the local community. • Serve both families and providers. • Respond to requests and pro-actively provide information to all types of providers. • Tailor each center to the specific needs—language, access, etc.—of the local area.

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>B. Mobile Resource Center</p> <p>Create and operate a mobile resource center that will bring selected service providers to each local community on a regular basis.</p>	<ul style="list-style-type: none"> • Build on and integrate with existing mobile services such as the Yolo County Library Bookmobile. • Put a “face” on “helping organizations” by bringing their representatives to local communities. • Provide mobile services in partnership with each local resource center (where they exist). • Feature material in appropriate languages and providers who speak languages of target audiences. • Identify and secure other funding and resources to augment Proposition 10 funding. (State Proposition 10 funding is available for this strategy.)
<p>C. Information Collection and Synthesis</p> <p>Support one organization in the County that will collect, update, edit and distribute information on services, resources and child development topics.</p>	<ul style="list-style-type: none"> • Work with local resource centers and service providers to gather information. • Provide information to each local resource center, the mobile resource center and other information sources. • Build on YoloLink, the County-wide electronic information system operated by the Yolo County Library. • Maintain information in an electronic database accessible via the Web and distribute to local resource centers via Web, print and other means. • Provide translation services to local information centers and other entities. • Identify and secure other funding and resources to augment Proposition 10 funding.
<p>D. Parent Education and Support</p> <p>Provide educational opportunities for families and providers on topics, such as prenatal health, substance abuse, child development, signs of abuse and parenting skills by building on existing parent classes and activities.</p>	<ul style="list-style-type: none"> • Fill parent education gaps—topics, languages and audiences—as identified in 2000 by the County-wide parent education coordination committee (headed by Davis Child Care Services). Support this group to continue its work. Coordinate closely with local resource centers. • Identify and secure other funding and resources to augment Proposition 10 funding.

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>E. Cross Cultural Celebrations</p> <p>Support cross-cultural celebrations of families and children that increase Yolo residents' understanding and awareness of the many diverse cultures in the County.</p>	<ul style="list-style-type: none"> • Identify and support existing celebrations. • Expand beyond the normal “food and music” cultural displays. • Identify and secure other funding and resources to augment Proposition 10 funding.

2. TRANSPORTATION

Improve services to address the most significant transportation barriers for children and families for travel to health care, child care and other essential services/resources.

Specific Outcomes

The transportation strategies seek to achieve one or more of the following specific outcomes:

- 1A: Decrease child abuse/neglect and domestic violence.
- 1B: Decrease substance abuse in households with young children.
- 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.
- 3A: Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.

Specific Strategies

The following specific strategies are recommended as part of the overall transportation strategy package:

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>A. Low-Cost Transportation Improvements</p> <p>Facilitate creative, low-cost solutions—transit, para-transit, van services, carpooling, etc.—to overcome specific access barriers to health care, child care, abuse and neglect services and other essential services and resources.</p>	<ul style="list-style-type: none"> • Focus on top needs of: (a) rural families; and (b) city families that must travel to other cities to get services. • Partner with Yolo transportation agencies that are improving transportation for low-income families through CalWORKs program funding. • Develop a “feedback loop” between “helping organizations” and transportation agencies to identify transportation problems to key sites. • Identify and secure additional funding and resources to augment Proposition 10 funding. • Work with Yolobus to improve services where feasible. • Investigate possible expansion of paratransit services to serve children and families. • Investigate possible development of additional intra-city routes.

Specific Strategies (Five-Year Plan)	Key Characteristics
A. Low-Cost Transportation Improvements (continued)	<ul style="list-style-type: none"> • Explore solutions such as volunteer-based transportation services using underused community transportation resources at churches, senior programs and schools. Build on service models in Sonoma County and City of Walnut Creek. • Investigate possible multiple-county partnerships to design improved transportation services. • Work with providers to ensure that service/resource sites are planned in coordination with transportation services.

3. HEALTHY DEVELOPMENT

Improve the healthy development of children 0-5 through prevention-based strategies, including prenatal education, the early identification of health and development issues and the development of a more coordinated care management system.

Specific Outcomes

The healthy development strategies seek to achieve one or more of the following specific outcomes:

- 1C: Increase community respect for all cultures and increase the cultural competence of services for children & families.
- 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.
- 3A: Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.

Specific Strategies

The following specific strategies are recommended as part of the overall healthy development strategy package:

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>A. Prenatal Education and Support</p> <p>Expand prenatal outreach and education by: (1) working with existing providers to remove barriers—language, information, transportation, etc.—that are preventing access to existing services; and (2) increasing parent understanding of topics such as substance abuse, tobacco cessation, nutrition and breastfeeding.</p>	<ul style="list-style-type: none"> • Conduct grassroots outreach that focuses on overcoming fear and resistance to services. • Focus on prevention and early intervention. • Provide more information about and discussion of abuse and violence issues. • To maximize effectiveness with all ethnic groups in the County, ensure services are culturally competent. • Build on existing prenatal education program. Link with current evaluation of perinatal services (to be completed 12/00). • Identify and secure other funding and resources to augment Proposition 10 funding.

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>B. Developmental Assessment, Identification and Referral</p> <p>Distribute and promote the use of a developmental “tool” that will help health care providers, nurses, child care workers and others to identify developmental issues in children 0-5. Provide comprehensive information on Yolo services to all parties so they can identify resource solutions and make necessary referrals.</p>	<ul style="list-style-type: none"> • Expand use of the assessment tool currently utilized by Yolo public health nurses. • Provide incentives, training and other support for health care providers and nurses (as the prime sources of identification) that will significantly improve assessment, identification and referral. • Effectively use all other providers who have direct contact with young children—child care providers, elementary school teachers, etc. • Provide comprehensive, regularly updated information on services available. • “Reward” those who identify at-risk children by providing a feedback loop on actions taken. Treat all providers as integral parts of a system that is helping children. • Focus on prevention and early intervention activities.
<p>C. Care Management System</p> <p>Develop a more family-friendly, coordinated care management program for children from pre-conception to age five by supporting an individual, organization or collaborative to facilitate the service integration process. Provide leadership, vision, financial incentives and other assistance as needed.</p>	<ul style="list-style-type: none"> • Use an incremental approach to developing a more integrated, coordinated system. Improve one or more key pieces of the system, demonstrate success and then move ahead. • Use a cross-disciplinary team approach, modeled after the Y.E.S. Team for children 0-3, that will provide problem solving, coordination and referrals. Team represents all aspects of health care and child development—physical health, mental health, disabilities, developmental delays, nutrition, dental care, fluoridation, etc. • Use existing contact points—WIC, hospitals, labor/delivery nurses, immunization, ER— to link families to a “medical home.” (While a child may receive health services from a number of providers, one acts as the primary provider and helps the family “navigate” through the health care system.) • Ensure that each child has his or her own health care provider whether sick or not. Child must have portable records.

Specific Strategies (Five-Year Plan)	Key Characteristics
C. Care Management System (continued)	<ul style="list-style-type: none">• Demonstrate a front room/back room model where there are a number of service providers (back room) but the family works with a unified system (front room).• Recognize that all children are part of the system, including the working poor.• To maximize effectiveness with all ethnic groups in the County, ensure that services are culturally competent.• Provide a special service coordination focus on children with special needs and developmental delays.• Provide coordination between schools and health care providers.• Include prevention-based activities such as a new mom home visit and support network.• Identify and secure other funding and resources to augment Proposition 10 funding.

4. RESOURCES TO PREVENT AND TREAT CHILD ABUSE, DOMESTIC VIOLENCE AND SUBSTANCE ABUSE

Decrease child abuse, domestic violence and substance abuse by enhancing parent education and creating a more integrated, coordinated system of assessment/identification, follow-up and treatment services.

Specific Outcomes

The abuse and violence prevention strategies seek to achieve one or more of the following specific outcomes:

- 1A: Decrease child abuse/neglect and domestic violence.
- 1B: Decrease substance abuse in households with young children.
- 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.

Specific Strategies

The following specific strategies are recommended as part of the overall strategy package:

Specific Strategies (Five-Year Plan)	Key Characteristics
A. Prevention Programs Increase potential parents' understanding of all issues related to child abuse, domestic violence and substance abuse through school programs, prenatal education and in-home parent training and mentoring.	<ul style="list-style-type: none"> • Include strong, effective education in schools on substance abuse, child abuse and family violence. • Place more emphasis on abuse/violence education in prenatal programs. • Include family-specific, in-home parent training. • Address cultural differences and commonalities. To maximize effectiveness, providers/resource persons should represent cultures being assisted.
B. Substance Abuse Screening, Assessment and Treatment Using a continuum of care approach, increase and enhance substance abuse screening, assessment and treatment for potential parents, pregnant women and families.	<ul style="list-style-type: none"> • Work with substance abuse experts and providers—Health Department, local clinics, health care providers, probation department, etc.—to effectively build on existing substance abuse programs.

Specific Strategies (Five-Year Plan)	Key Characteristics
<p>B. Substance Abuse Screening, Assessment and Treatment (continued)</p>	<ul style="list-style-type: none"> • Develop a uniform, unbiased system of screening/assessment system that is fair, applies to all and includes education to convey that positive test result does not always mean that child is removed from home. • Include drop-in and intensive outpatient treatment, supported living environments, and on-demand services at the moment of request. • Incorporate services with sliding scale fees. • Address the reasons why people self-medicate, rather than relying solely on the medical/disease model. • Build life skills, recovery skills and parenting skills into programs. • Include nutritional counseling, education on Hepatitis C, HIV-Aids, and information on similar related issues. • Include tobacco cessation treatment programs. • Ensure that all treatment programs are culturally competent. • Identify and secure other funding and resources to augment Proposition 10 funding.
<p>C. Assessment, Identification and Referral</p> <p>Increase the early identification of at-risk children by providing assessment tools, information and education to health care providers, public health nurses, child care providers, elementary school teachers and others who have direct contact with young children.</p>	<ul style="list-style-type: none"> • Provide a standardized risk assessment tool to all potential identifiers. • Conduct an informational and educational campaign with health care providers, nurses, etc. to increase understanding of causes and effects of child abuse and domestic violence. • Provide information to all parties on abuse and violence services available in Yolo so referrals can be made in an efficient manner. • Ensure that all existing and new programs are culturally competent. • Identify and secure other funding and resources to augment Proposition 10 funding.

<p>D. Coordinated Child Abuse and Domestic Violence Service System</p> <p>Develop a more family-friendly, coordinated system of abuse and violence prevention services by supporting an individual, organization or collaborative to facilitate the service integration process. Provide leadership, vision, financial incentives and other assistance as needed.</p>	<ul style="list-style-type: none"> • Use an incremental approach to developing a more integrated, coordinated system. Improve one or more key pieces of the system, demonstrate success and then move ahead. • Provide intensive, coordinated, follow-up services. • Include family-focused collaboration between the judiciary, law enforcement and the “helping community” to significantly reduce number of separately provided services. • Incorporate an integrated case management approach similar to the YES team model. • Include outreach to encourage all families to come to services. • To maximize effectiveness, providers/resource persons should represent all of the cultures being assisted. • Include wholesome activities, mentoring, home visits and other similar activities to support at-risk families. • Identify and secure other funding and resources to augment Proposition 10 funding.
<p>E. Family Resource Centers</p> <p>Extend Yolo family resource centers as a model for coordinated, family-friendly cross-disciplinary approaches to abuse and violence issues.</p>	<ul style="list-style-type: none"> • Build on existing Yolo family resource center models. Monitor and evaluate results and costs. • Identify and secure other funding and resources to augment Proposition 10 funding.

5. CHILD CARE, EARLY LEARNING AND KINDERGARTEN

Increase the supply of affordable, quality child care in targeted areas through parent/child subsidies, stipends for providers, training/support programs and employer-supported child care. Assist with transition of children from home/child care/preschool to Kindergarten.

Specific Outcomes

The child care strategies seek to achieve one or more of the following specific outcomes:

2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.

4A: Increase the supply of quality, affordable child care tailored to geographic areas.

Specific Strategies

The following specific strategies are recommended as part of the overall child care, early learning and kindergarten strategy package:

Specific Strategies (Five-Year Plan)	Key Characteristics
A. Parent/Child Subsidies Increase parent/child subsidies, through federal, state and local funding, for low-income working families who are: (1) eligible for subsidies but on the waiting list due to insufficient funds; or (2) ineligible for current subsidy programs.	<ul style="list-style-type: none"> • Integrate with the City of Davis Child Care Services subsidies program that currently administers all Yolo subsidies and maintains the County-wide waiting list. • Specific eligibility requirements to be determined. • Aim at both part-time and full-time working parents. • Focus Proposition 10 funds on relieving shortages within available resources. Overall solution requires State and/or Federal action/funding. • Provide ineligible low-income families with small transition stipends to cover child care costs. • Target program to meet critical needs, based on geographic area, type of care, or other criteria.
B. Provider Mentoring and Training Develop mentoring and home visiting programs for family and center-based providers.	<ul style="list-style-type: none"> • Provide on-site training in child development, special needs children, facility enhancements and other topics.

Specific Strategies (Five-Year Plan)	Key Characteristics
B. Provider Mentoring and Training (continued)	<ul style="list-style-type: none"> Promote information exchange and peer interaction to enhance continuity of care for children and parents. Build on the existing Child Care Services CCIP mentoring program. Work with child care support organizations, providers and families to establish criteria for first year priorities to target program towards geographic needs. Secure other funding to augment Prop 10 funding.
C. Provider Stipends Increase the supply of child care providers and the quality of child care by establishing a stipend program that rewards providers who complete training and education requirements.	<ul style="list-style-type: none"> Use Proposition 10 funds to match or augment state funding. Improve the quality of child care by retaining child care workers in the industry and maintaining a continuum of care for children and their parents. Model the program after the Alameda County system of annual financial awards to child care staff and providers who have completed minimum college requirements and/or additional education and training. Target to meet critical needs, based on geographic area, type of care, or other criteria.
D. Provider Benefits Pool Conduct research to determine how to establish a benefits pool, including liability, health and disability insurance for family and center providers.	<ul style="list-style-type: none"> Explore using existing provider associations in each Yolo area as the home for benefits pool. Identify and secure other funding and resources to augment Proposition 10 funding.
E. Employer-Supported Child Care Conduct research to determine how to increase the availability of employer-supported child care through the County that: (1) provides reliable, off-hour, quality services to parents; and 2) increases the wages, benefits and training opportunities to child care workers.	<ul style="list-style-type: none"> Target service industry workers such as Target, casinos and canneries, as well as agricultural workers in rural areas. Identify and secure other funding and resources to augment Proposition 10 funding.

<p>F. Kindergarten Transition</p> <p>Develop a team of special “social workers” who will coordinate and assist parents, children, child care providers, preschool staff, teachers and social service agencies during the transition to Kindergarten.</p>	<ul style="list-style-type: none">• Get teachers comfortable with parents, parents with teachers, and children with school.• Serve all children with special focus on those with disabilities and developmental delays.• Work with the County Office of Education, school districts, child care providers and others to identify disabilities and developmental delays.• Identify and secure other funding and resources to augment Prop 10 funding.
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6. POLICIES AND ADVOCACY

Develop policies, procedures and advocacy strategies that will address the Proposition 10 program outcomes and benefit Yolo children and families.

Specific Outcomes

The policy and advocacy strategies seek to achieve one or more of the following specific outcomes:

- 1A: Decrease child abuse/neglect and domestic violence.
- 1B: Decrease substance abuse in households with young children.
- 1C: Increase community respect for all cultures and increase the cultural competence of services for children and families.
- 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.
- 3A: Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.
- 4A: Increase the supply of quality, affordable child care tailored to geographic areas.

Specific Strategies

The following specific strategies are recommended as part of the overall policy and advocacy strategy package:

Specific Strategies (Five-Year Plan)	Key Characteristics
A. Advocacy Support an individual or organization to advocate for policies and procedures that will help to achieve the Proposition 10 outcomes.	<ul style="list-style-type: none"> • Significantly reduce issues involving eligibility that severely restrict the ability of children and parents to get needed services. • Link with Yolo efforts to provide affordable, quality housing. Make housing a children's issue. • Link with Yolo efforts to increase wages for low-income individuals. Make economic self-sufficiency a children's issue. • Encourage culturally appropriate participation on community boards, community agencies, etc. to ensure better representation of cultural groups in decision making bodies.

Specific Strategies (Five-Year Plan)	Key Characteristics
A. Advocacy (continued)	<ul style="list-style-type: none"> • Develop a consolidated application process for all social and health services. • Create policy watchdog group to advocate for children and families at the State level. • Support and advocate for a significant increase in child care licensing activities by the State. • Resolve the personal confidentiality barriers that restrict the ability of agencies to work together to address a child or family's issues.

V. Funding Priorities

The strategies in the previous section represent recommendations from the community, parents and service providers for the best approach to achieving the overall outcomes for children and families in Yolo County. Because the amount of money available from Proposition 10 is not enough to completely fund all of the strategies, the Commission prioritized strategies based on several criteria:

- Potential to leverage funds and other resources
- Potential to integrate services and promote interagency collaboration
- Potential to integrate a prevention/early intervention approach
- Ability to address language barriers and increase cultural competency of services
- Measurability
- Impact on specific outcomes and prioritized needs

In addition to these criteria, the Commission considered the results of the community assessment and a funding allocation exercise performed during the strategy workshops. Appendix B includes the results from the Commission's prioritization exercise.

During the first year, the Commission will:

- Place \$750,000, or 26 percent of the total funds available, in an endowment to extend the life of Proposition 10 dollars;
- Set aside 3 percent for special projects, .5 percent for continued civic engagement activities, and .5 percent for media outreach;
- Utilize 1 percent for policy development and advocacy activities directly related to child care and early learning; and
- Allocate 8 percent for administrative purposes.

The remaining 60 percent of the funds will be assigned to the six specific outcomes and allocated to the proposed strategies listed in the previous section. Included with each outcome below is the recommended funding level (based on 100% of the funds available after the above set-asides) and the aligned strategy packages.

Specific Outcome 1A: Decrease child abuse/neglect and domestic violence.

Approximate Funding Level: 15 percent (of funds remaining after set-asides)

Primary strategies to achieve this outcome:

- Information, Education and Outreach

- Transportation
- Healthy Development
- Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse
- Policy and Advocacy

Specific Outcome 1B: Decrease substance abuse in households with young children.

Approximate Funding Level: 20 percent

Primary strategies to achieve this outcome:

- Information, Education and Outreach
- Transportation
- Healthy Development
- Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse
- Policy and Advocacy

Specific Outcome 1C: Increase community respect for all cultures and increase the cultural competence of services for children & families.

Approximate Funding Level: 5 percent

Primary strategies to achieve this outcome:

- Information, Education and Outreach
- Transportation
- Healthy Development
- Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse
- Policy and Advocacy

Specific Outcome 2A: Increase five-year-olds who are “ready to learn” when entering kindergarten.

Approximate Funding Level: 8 percent

Primary strategies to achieve this outcome:

- Information, Education and Outreach
- Transportation

- Healthy Development
- Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse
- Child Care, Early Learning and Kindergarten
- Policy and Advocacy

Specific Outcome 3A: Increase children 0-5 who have a specific source of on-going, comprehensive health care and who receive recommended primary care at appropriate intervals.

Approximate Funding Level: 35 percent

Primary strategies to achieve this outcome:

- Information, Education and Outreach
- Transportation
- Healthy Development
- Resources to Prevent and Treat Child Abuse, Domestic Violence and Substance Abuse
- Child Care, Early Learning and Kindergarten
- Policy and Advocacy

Specific Outcome 4A: Increase the supply of quality, affordable child care tailored to geographic areas.

Approximate Funding Level: 17 percent

Primary strategies to achieve this outcome:

- Information, Education and Outreach
- Transportation
- Child Care, Early Learning and Kindergarten
- Policy and Advocacy

VI. Evaluation Plan

The Yolo County Children & Families Commission recognizes that ongoing research and evaluation is essential to the overall effort to improve services for children and families. To this end, the Commission plans to engage in a thorough evaluation of programs and services designed to improve the lives of children and their families.

The Commission's plan involves four overall outcomes and six specific outcomes, within and across which programs and services will function. The evaluation strategy will need to focus on assessing results in each of these strategic specific outcome areas. Achieving results in these areas is a long-term process that begins with immediate efforts to improve systems and services. Thus, both short-term and long-term evaluation strategies are required, the former to ensure that specific projects, activities, and efforts are on target, and the latter to demonstrate that a cumulative effect is occurring from all efforts by the Commission and its partners committed to achieving these strategic ends. As the Commission begins to fund projects, evaluation will be a necessary activity within the scope of each project. Simultaneously, the Commission and its partners will work to build the long-term data system that will allow measurement of community-wide results over time.

Evaluation will focus on both process and outcome measures. Process measures will cover issues related to specific project performance (efforts, strategies, costs, activities completed and timeliness of service, among others). This focus can apply to small projects, large projects, and to the activities of the Commission itself. Outcome measures are oriented towards changes in the functioning and well-being of children and families. The Commission, with extensive community input, selected some indicators of outcomes, but until the most appropriate measures with available and accessible baseline and future data are determined, these only express what the Commission hopes to measure and change. Much work remains in this area before the specific elements of a long-term evaluation plan are adopted.

Evaluation will be completed at several levels:

1. Individual projects selected for funding by the Commission will be required to submit an evaluation plan as part of their funding request proposal. Technical assistance will be provided to assist grantees to develop their plans. The scope of the evaluation will be in line with the activity proposed within the project. The evaluation can include both process and outcome measures, and qualitative as well as quantitative dimensions. These measures will be linked to the overall and specific outcome indicators. It is expected that at least semi-annual progress reports will be received from grant recipients, a portion of which will specifically focus on the efforts and results related to the evaluation component.

Individual projects will also be expected to participate in wider evaluation

- activities, including data collection, special studies, participation in discussions related to developing data and evaluation systems, and other evaluation-related activities to be defined.
2. On a Commission-wide basis, progress on all the various pieces of the evaluation components will be summarized and reported to the Commission at least semi-annually. Individual project evaluations will be covered, and larger efforts to build an infrastructure across County agencies and systems that will lead to wide area evaluation measures (e.g. progress within a portion of the County) will be described to the Commission. There will be a concerted effort to ensure that the evaluation component continues moving towards the larger, longer-term measurement of outcomes and results that the overall program is intended to impact.
 3. At the highest program level, the Yolo County Children & Families Commission will be collaborating with other county commissions across the State, the State Commission itself, and other entities to develop and implement state-wide evaluation activities that will show the public and legislative and policy officials the degree of progress that the program is making state-wide to achieve results in the several strategic areas. To this end, the Yolo County Commission is prepared to cooperate with state-wide evaluation efforts in furtherance of this important effort.

Evaluation is essential to achieving accountability at all levels of activity. Without accurate and objective evaluation results, efforts to improve services to children and families in Yolo County will not develop the constituency to sustain efforts. Evaluation results can promote long-term commitment to prevention efforts and light the way towards the successful pursuit of goals. The Commission expects to make a serious commitment to evaluation as its work proceeds, and it expects its partners at all levels to commit to a serious effort to measure progress and adjust strategies accordingly. The Yolo County Commission will look to the State Commission for strategic guidance, material assistance, and periodic progress reports about how well the program is doing across the state over the next several years.

Resources Cited

ⁱ *Key Indicators of Well-Being for Children Ages 0-5*. Yolo County Health Department. 1999.

ⁱⁱ *Key Indicators of Well-Being for Children Ages 0-5*. Yolo County Health Department. 1999.

ⁱⁱⁱ *Key Indicators of Well-Being for Children Ages 0-5*. Yolo County Health Department. 1999.

^{iv} *Yolo County MCAH Community Assessment and Plan*. Yolo County Health Department. July 1999.

Appendix A: Civic Engagement Meeting Summary

(Define) Two groups of Yolo parents, service providers and interested individuals each took part in a series of three special “dialogue” sessions to identify the principles and values that will guide the strategic plan. Forty people participated in these discussions, which were designed to address the following five questions:

1. Should Prop 10 funding focus on meeting immediate short-term needs of children and families or invest in long-term prevention strategies that seek to change the overall condition of children and families?
2. Do all families with young children need the same support or should different kinds of families get different kinds of support? Should support be universal or targeted?
3. What should be the appropriate balance of investment between strategies that support children 0-5 and strategies that support the whole family?
4. Whose responsibility is it to support families and children in Yolo County? the individual/family unit or the community/society as a whole?
5. Should we focus on fixing our existing service delivery system for children and families or does our community need larger structural changes in order to make a significant impact in the lives of children?

QUESTION 1

Should Prop 10 funding focus on meeting immediate short-term needs of children and families or invest in long-term prevention strategies that seek to change the overall condition of children and families?

Common Ground

Afternoon Group

Both approaches are important. Short-term intervention with long-term follow-through for children and families is needed. Split the funding, with a percentage going to immediate needs and a percentage going for long-term prevention strategies. In the first year(s), put more into immediate needs, then decrease that funding and increase emphasis on long-term.

Evening Group

Don't separate strategies into short-term and long-term. Instead, provide an integrated system of services that addresses both the immediate needs of children and families AND supports longer-term change through prevention-oriented activities. Focus on more coordination between service providers.

QUESTION 2

Do all families with young children need the same support or should different kinds of families get different kinds of support? Should support be universal or targeted?

Common Ground

Afternoon Group

Provide services for all children and families, but then target based on needs, ability to pay, geography and other factors. Provide access for all. Provide information for all. Don't use a cookie cutter approach. Tailor to various groups and areas.

Evening Group

Provide information to all families. Then, target programs and services based on needs, the ability to pay, geography and other factors.

QUESTION 3

What should be the appropriate balance of investment between strategies that support children 0-5 and strategies that support the whole family?

Common Ground

Afternoon Group

Provide resources for the family and child, not just treatment. Support the whole family. Assist the child in the context of the family. Don't separate the child and the family. Be creative in devising strategies that will help families.

Evening Group

Children and families are a unit so develop strategies for both. Even “child issues” like dental care, anemia or lack of school attendance are strongly linked to other “family” issues. Treat the child AND address underlying family issues so that the child doesn't relapse.

QUESTION 4

Whose responsibility is it to support families and children in Yolo County? The individual/family unit or the community/society as a whole?

Common Ground

Afternoon Group

The family is responsible. The community's responsibility is to support families. Create a network of support like an “extended family” in the community. The community and families should work together to create support systems that strengthen families. Make resources, mentors, and pro-family policies available. Create and enhance family resource centers in each community.

Evening Group

"I am responsible for my family." The overall community's responsibility is to support families with resources, inspiration, encouragement, modeling, facilitation, a continuum of care, etc. We need to build support County-wide for strengthening this social network for families. All families need support. However, risk factors such as poverty and substance abuse can make it more difficult for families to address the needs of their children.

QUESTION 5

Should we focus on fixing our existing service delivery system for children and families or does our community need larger structural changes in order to make a significant impact in the lives of children?

Common Ground

Afternoon Group

Much more collaboration and coordination is needed to create an integrated system of services that is family-friendly. This will help children and families and make better use of available funds. The Commission should provide a vision for how integration and collaboration will benefit children and families and provide incentives to encourage those changes. Keep in mind that: a) major structural change is time-consuming and expensive; b) it might be hard to reach consensus on what services need to be integrated; and c) the Commission's role in this area is undefined.

Evening Group

We need significant changes but structural change is very hard and it is expensive. Therefore, focus our efforts on two important parts of structural change—better integration of services and a better system of case management. Work on these issues for both long-term and short-term gains.

Appendix B: Strategy Prioritization

The Commission prioritized strategies based on several criteria:

- Potential to leverage funds and other resources
- Potential to integrate services and promote interagency collaboration
- Potential to integrate a prevention/early intervention approach
- Ability to address language barriers and increases cultural competency of services
- Measurability
- Impact on specific outcomes and prioritized needs

In addition to these criteria, the Commission considered the results of the community assessment and a funding allocation exercise performed by community participants during the strategy workshops.

Top tier strategies:

- 1B. Mobile Resource Center
- 3A. Prenatal Education and Support
- 3C. Care Management System
- 4D. Coordinated Child Abuse and Domestic Violence Service System
- 4E. Family Resource Centers

Second tier strategies:

- 3B. Developmental Assessment, Identification and Referral
- 4A. Prevention Programs
- 4B. Substance Abuse Screening, Assessment and Treatment
- 4C. Assessment, Identification and Referral
- 5A. Parent/Child Subsidies
- 5B. Provider Mentoring and Training
- 5F. Kindergarten Transition

Underpinning strategies:

- 2A. Low-Cost Transportation Improvements
- 5E. Employer-Supported Child Care
- 6A. Support an individual or organization to advocate for policies and procedures that will help to achieve the Proposition 10 outcomes.

Appendix C: Public Hearing Summary

The Commission conducted six public hearings between August 10 - 21 to obtain input from the public on the draft Strategic Plan. Hearings were held in Winters, Woodland, Knights Landing, Esparto, Davis and West Sacramento. A total of 26 individuals presented comments. Most of the comments addressed preferred strategies and proposals for solutions that should be funded rather than focusing on the outcomes and allocation decisions in the plan. The chart below summarizes the comments received and the subsequent responses of the Commission.

Summary of Public Comment	Commission Response
<p>Family Literacy:</p> <p>Improved family literacy should be highlighted more in the plan. Learning to read and write is integral to each subject area and should be included in each strategy. Literacy gives people access to nearly all programs that are in the plan and contributes to most of the outcomes. The parent is the child's first teacher.</p>	<p>The Commission recognizes literacy as one important element of the Strategic Plan. Proposals to improve family literacy can be submitted to address any of the six specific outcomes. For example, improving parent literacy could be a strategy for achieving Specific Outcome 2A: <i>Increase five-year-olds who are "ready to learn" when entering kindergarten.</i></p>
<p>Abuse and Neglect:</p> <p>The plan indicates that funding for child abuse and neglect programs is a high priority, but less than 15% of the allocated funds are set aside for such programs. Yolo County is committed to establishing a crisis nursery through a grant from the California Endowment, but this excellent project will require additional long-term funding. More funding should be allocated to abuse and neglect programs throughout the County like the crisis nursery.</p>	<p>Yolo County children and families face a large number of serious issues. The Commission has tried, in its initial funding allocation guidelines, to provide basic funding to address six key outcomes. Child abuse/neglect and domestic violence are, together, one of these six top priorities. In addition, proposals to decrease substance abuse in households with young children (20%) will attack a key issue directly linked to abuse, neglect and violence.</p>
<p>Family Resource Centers:</p> <p>The concept of the Family Resource Center is good. One FRC is currently being developed in Woodland. It is a whole new way of looking at how families are supported in communities. The FRC is a way of bridging service gaps and bringing resources in that support families in many ways.</p>	<p>Proposals for family resource centers can be submitted to address any of the six specific outcomes. Integration of services is a major theme of the plan.</p>

Summary of Public Comment	Commission Response
<p>Parenting Classes:</p> <p>There is a big demand for parenting classes. When classes are convenient in different locations and offer on-site child care, they are full. There is a need for a variety of classes for parents with children of different ages, new parents, expecting parents, teen parents, etc. Classes are also good for helping parents develop a support system with other parents in their communities.</p>	<p>Proposals to provide parenting classes can be submitted to address any of the six specific outcomes. Prevention is a major theme of the plan.</p>
<p>Child Care and Early Learning:</p> <p>There is a great need for child care in Esparto. Currently, Esparto has one subsidized child care facility for very low-income families that has a very long waiting list. Middle-income families must travel at least 30 minutes to either Davis or Woodland to find quality child care. A child care center is hopefully opening soon, but it will most likely need Proposition 10 funds. When will funding be allocated?</p> <p>We need some kind of health insurance for child care providers. If they are sick, they still work and can pass the illness on to the kids. Providing low- or no-cost health insurance will encourage providers to stay in the field. Low pay plus no health benefits keeps people away from the field.</p> <p>Increase the supply of child care by waiving the yearly license fee. The supply of family day care providers would be increased if this and other incentives were funded.</p> <p>There are a variety of problems regarding child care in West Sacramento, including finding child care sites that are big enough and finding quality care for low- to middle-income families. Licensing has been an issue when special needs children are involved. It is often difficult to find care for three-year-olds.</p> <p>Quality staff development and training for child care workers is needed.</p>	<p>The Commission recognizes that while child care is a county-wide problem, some local communities may have a particularly poor supply of quality care. Proposals to address Specific Outcome 4A: <i>Increase the supply of quality, affordable, child care tailored to geographic areas</i>, will be evaluated partially on the severity of local needs. Funding for child care will be available at the same time as funding for all other specific outcome areas.</p> <p>Health insurance proposals can be submitted to address Outcome 4A: <i>Increase the supply of quality, affordable, child care tailored to geographic areas</i>.</p> <p>Proposals to provide economic incentives to providers can be submitted to address Outcome 4A: <i>Increase the supply of quality, affordable, child care tailored to geographic areas</i>.</p> <p>Proposals regarding each of these issues can be submitted to address Outcome 4A: <i>Increase the supply of quality, affordable, child care tailored to geographic areas</i>.</p> <p>Proposals for staff development and training can be submitted to address Outcome 4A: <i>Increase the supply of quality, affordable, child care tailored to geographic areas</i>.</p>

Summary of Public Comment	Commission Response
<p>Special Needs:</p> <p>The plan does not adequately address infants and preschoolers with special needs. There is a large group of children with special needs in the Yolo County that need services. The plan should show that these children are just as important as the children who are "ready to learn" at age 5. When children are talked about in the plan it should not mean just those who are physically or mentally typical.</p> <p>Do not create separate places for children with special needs, but make child care centers and preschools places where all children can have their needs addressed.</p> <p>Transportation is extremely important for children with special needs. There are problems with all of the current options—para-transit, County school buses, regular buses, taxis, etc.—that leave many families without any transportation to essential services.</p>	<p>Proposals to address children with special needs can be submitted to address any of the six specific outcomes. <u>All</u> children are considered in the Strategic Plan.</p> <p>Proposals to help child care providers work with children with special needs can be submitted to address Specific Outcome 4A: <i>Increase the supply of quality, affordable, child care tailored to geographic areas.</i></p> <p>Proposals to provide transportation can be submitted to address any of the six specific outcomes.</p>
<p>Transportation:</p> <p>Transportation in West Sacramento is a problem. A mobile resource center would be a good partial solution.</p>	<p>Proposals to provide transportation and mobile resource centers can be submitted to address any of the six specific outcomes.</p>
<p>Information:</p> <p>The library should be a vital part of information collection and synthesis. The libraries have staff that speak Spanish, Russian and other languages spoken in the county.</p>	<p>The Commission recognizes that the libraries are excellent sources of information for children and families. Proposals to increase the libraries' programs can be submitted to achieve any of the six specific outcomes.</p>
<p>Fluoridation:</p> <p>Fluoridation will help kids be cavity-free. It is a very measurable strategy. Access to good dental care is a significant issue. Fluoridation would help to overcome that barrier by eliminating some unnecessary trips so other needy patients can be treated. Proposition 10 funds could be used to get the system started, and then local communities could do the ongoing management.</p>	<p>Under "Healthy Development" Strategy C "Care Management System" will be amended to include "dental care and fluoridation."</p>

